



2019

UC DAVIS
STUDENT AFFAIRS

STUDENT AFFAIRS

ANNUAL BUDGET PRESENTATION

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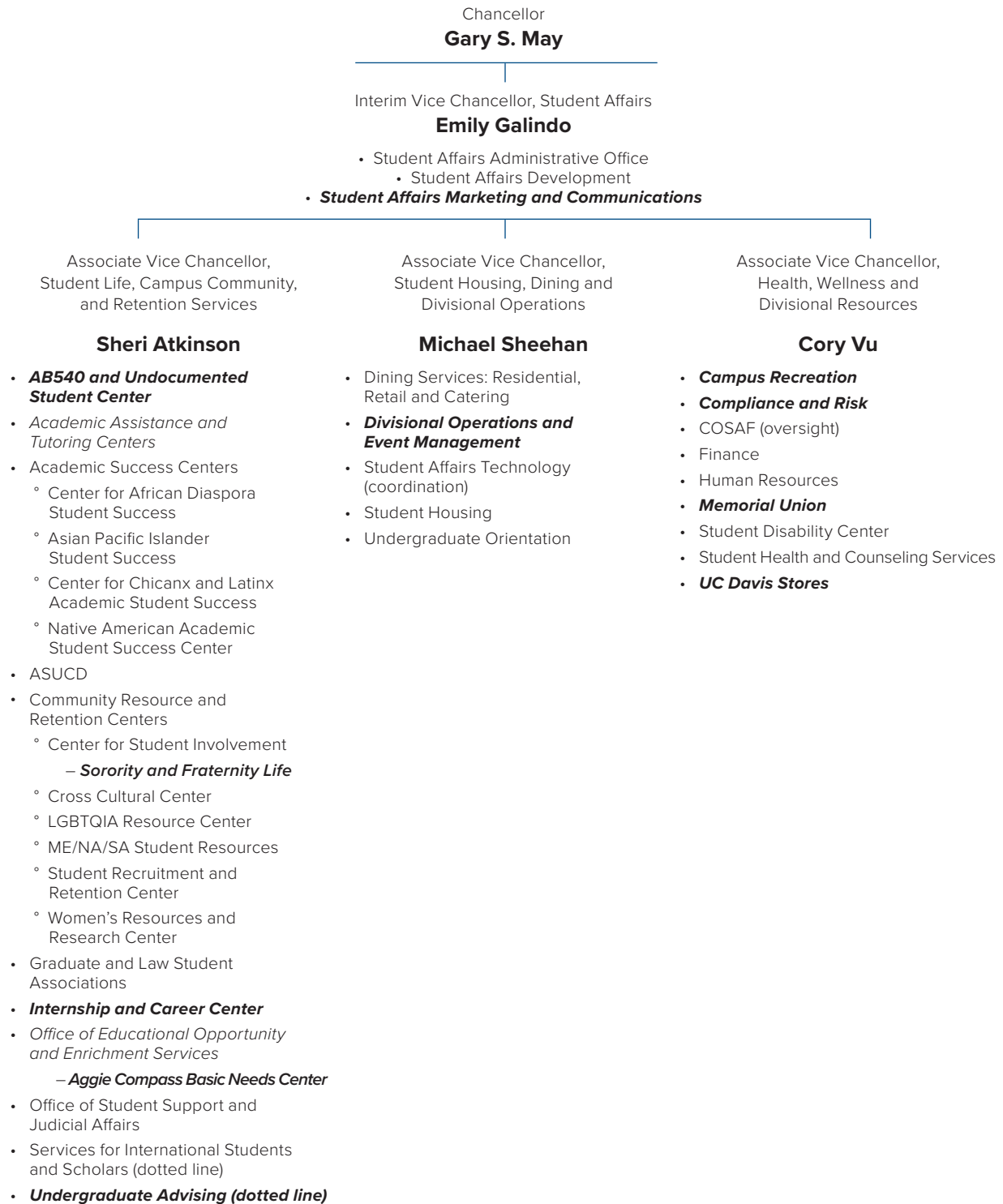
INTRODUCTION

In academic year 2018–19, leadership within the Division of Student Affairs (SA) focused on strengthening its foundation. During the past year, we critically examined our priorities, organizational structures and business processes to maximize our effectiveness and transparency. We encouraged collaboration, continuous improvement and innovation, and supported professional growth, career development, work-life harmony, wellness and retention of our talented and diverse staff. We strategically invested in student-facing programs and began a concerted effort to improve our long-term financial viability and flexibility.

Strengthening our foundation required new thinking, a change in culture and a new sense of responsibility and urgency to be good stewards for every dollar that is spent. It demanded a renewed commitment to our mission, focusing on our core strength: improving student success, well-being, and engagement. To support the important work of our many diverse units and programs, we are laying a foundation built on excellence and aspirations of greatness for our students and for the future.



ORGANIZATIONAL CHART



Bold and italic text indicates organizational changes. Center for Student Affairs Assessment has been dissolved. Assessment functions have been transferred to BIA.

2018–19 DIVISIONAL HIGHLIGHTS

- Solidified permanent funding for staffing and operations at the Center for African Diaspora Student Success, Center for Chicana and Latinx Academic Student Success, Native American Academic Student Success Center and the AB540 and Undocumented Student Center.
- Stabilized funding for the Unitrans program through passage of the Unitrans Undergraduate Fee Referendum during the ASUCD winter 2019 election.
- Successfully transitioned Enrollment Management (Office of the University Registrar, Financial Aid and Scholarships, and Undergraduate Admissions) and Diversity, Equity and Inclusion to the Office of the Chancellor and Provost and the College Opportunity Program to the School of Education.
- Completed expansion of the Activities and Recreation Center, adding 14,250 square feet and state-of-the-art equipment and programs.
- Broke ground on The Green at West Village, which will provide 3,300 beds by 2021.
- Provided leadership and expertise to produce significant progress on the recommendations issued by the Chancellor’s three task forces that address mental health, food security and affordable housing. Secured \$1.5 million of one-time funds to support these efforts.
- Opened the Aggie Compass Basic Needs Center and new Pantry location to better serve students experiencing food insecurity and to provide resources and services that meet their basic needs, helping them thrive and succeed both academically and personally.
- Opened Gunrock Gaming, which provides 27 high-end gaming computers and the newest and most popular PC games for students to enjoy.
- Hosted “A Night to End Campus Hunger” to benefit the Pantry and Aggie Compass.
- Hosted the Aggie Moonlight Breakfast in collaboration with the Chancellor to support students during fall finals.
- Implemented the Student Affairs Student Satisfaction Survey during spring 2019 to assess our services and performance, to improve our processes and service delivery and to increase students’ overall experience.

BUDGET DEVELOPMENT

For the Division of Student Affairs (SA), the budget process occurs at both the unit and leadership level. At the unit level, budget discussions between SA Divisional Resources and the individual units occur throughout the fiscal year. From March through June of each year, the units work with SA Divisional Resources to evaluate their budget performance from the current year to outline budget needs for the next fiscal year. From the leadership level, the SA Finance Leadership Team that includes the VCSA, AVCs and other core leaders meets quarterly for budget planning meetings to review current year financial reports of all funding sources (e.g. GF, SSF, Campus Based Fees, Auxiliary Funds, and others) and any corresponding reserves, financial planning principles and goals, major capital projects, and divisional challenges, obligations, and priorities.

Budget planning objectives for the SA Finance Leadership Team include:

- Assess and determine the highest priority programs and activities for the division.
- Develop a long-term financial plan for Student Services Fee (SSF) and other campus-based fees, emphasizing sustainability and flexibility.
- Develop guidelines for the management and plans for the expenditure of divisional reserves.
- Implement operational and programmatic strategies, which yield efficiency, eliminate redundancy and reduce costs.

BUDGET SUMMARY FISCAL YEAR 2019–20

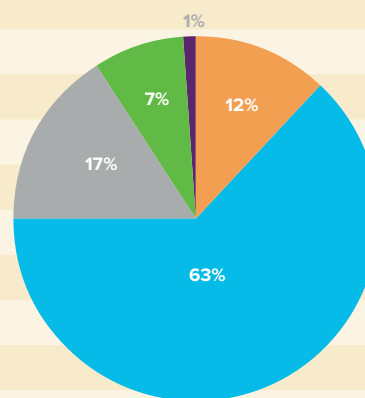
SOURCES AND USES—BUDGET PROJECTION SUMMARY (dollars in thousands)

| | State and UC General Funds | Student Service Fee Funds | Student Referendum Funds | Auxiliary Funds | Self Supporting and Other Misc Funds | Total Divisional Funds |
|---------------------------------------|----------------------------|---------------------------|--------------------------|-----------------|--------------------------------------|------------------------|
| Annual Sources | \$ 3,348 | \$ 20,273 | \$ 43,146 | \$ 156,622 | \$ 26,380 | \$ 249,769 |
| Annual Uses | | | | | | |
| Salary and Benefits | 2,948 | 17,202 | 23,296 | 72,624 | 11,601 | 127,671 |
| Operating Expenses | 609 | 2,929 | 9,310 | 66,933 | 9,783 | 89,564 |
| Scholarships and Fellowships | 40 | 8 | 5 | - | 141 | 194 |
| Debt Service | | 369 | 7,982 | 15,358 | 211 | 23,920 |
| Total Annual Uses | \$ 3,597 | \$ 20,508 | \$ 40,593 | \$ 154,915 | \$ 21,735 | \$ 241,349 |
| Net Operating Sources and Uses | \$ (249) | \$ (235) | \$ 2,553 | \$ 1,707 | \$ 4,644 | \$ 8,420 |

| | | | | | | |
|---------------------------------------|--------|----------|-----------|-----------|-----------|-----------|
| Beginning Carryforward Balance | \$ 329 | \$ 6,770 | \$ 34,206 | \$ 10,752 | \$ 5,483 | \$ 57,540 |
| Add: Tercero Settlement ¹ | | | | 23,631 | | 23,631 |
| Less: Tercero Project | | | | (5,230) | | (5,230) |
| Less: Capital Improvements | | | (2,750) | (8,916) | | (11,666) |
| Ending Carryforward Balance | \$ 80 | \$ 6,535 | \$ 34,009 | \$ 21,944 | \$ 10,127 | \$ 72,695 |

BUDGET SUMMARY—CARRYFORWARD FUNDS (PROJECTED) (dollars in thousands)

| | | |
|---|-----------|------|
| ■ General Fund Types ² | \$ 80 | 0% |
| ■ Student Service Fee Funds | 6,535 | 12% |
| ■ Student Referendum Funds ³ | 34,009 | 63% |
| ■ Auxiliary Services | 3,543 | 7% |
| ■ Self Supporting, Other Misc | 9,365 | 17% |
| ■ Gifts and Endowments | 762 | 1% |
| Total Divisional Funds | \$ 54,294 | 100% |
| Tercero Project, Auxiliary | 18,401 | |
| Total Carryforward Funds | \$ 72,695 | |



¹ Tercero Project Settlement— Estimated settlement amount as a result of water intrusion repair costs for Tercero Building.

² General Fund Types include General funds (\$22K), SAPEP funds (\$58K).

³ Student Referendum Carryforward Funds include SASI funds (\$617K), FACE/LEEAP (\$4.6M), CEI funds (\$24M), Safety Fee funds (\$1.5M), Memorial Union fees (\$1.8M), Mental Health funds (\$1.3M), Health fee (\$81K), and ASUCD fee (\$112K).

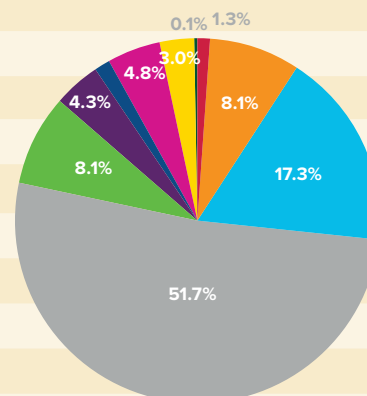
BUDGET SUMMARY (FISCAL YEAR 2019–20) *(continued)*

SOURCES OF FUNDS *(dollars in thousands)*

| | | |
|--|------------------|-------|
| ■ General Funds ¹ | \$ 3,348 | 1.3% |
| ■ Student Services Fees | 20,273 | 8.1% |
| ■ Student Referendum Funds and Other Fees ² | 43,146 | 17.3% |
| Total General Funds and Student Fees | \$ 66,767 | |

Auxiliary, Self Supporting and Other Misc.

| | | |
|---|-------------------|-------|
| ■ Student Housing and Dining | 129,007 | 51.7% |
| ■ UCD Stores | 20,124 | 8.1% |
| ■ ASUCD/Unitrans | 10,798 | 4.3% |
| ■ Campus Recreation | 3,240 | 1.3% |
| ■ Student Health | 12,038 | 4.8% |
| ■ Other Misc Funds ³ | 7,496 | 3.0% |
| ■ Gifts and Endowments | 299 | 0.1% |
| Total Auxiliary, Self Supporting/Other | \$ 183,002 | |



Total Divisional Sources **\$ 249,769** 100%

Tercero Project 23,631

Student Health Insurance Plan \$ 39,924

¹ General Fund Types include General funds (\$2.9M), SAPEP funds (\$400K), ICR funds \$25K and other state funds (\$32K).

² Student referendum funds and other fees include the Summer Session funds (\$6K), Mental Health funds (\$5.3M), CEI fees (\$8.6M), FACE/LEEAP funds (\$10.5M), Memorial Union fee (\$3.5M), SASI fee (\$1.3M), Health fee (\$6.2M), ASUCD/Unitrans fee (\$4.8M) and GSA fee (\$2K) and Safety fee (\$1.8M).

³ Other misc fund sources include Student Affairs Auxiliary funds (\$2.3M), ATM funds (\$123K), Event Services (\$811K), University Conference Center (\$457K), Student Ref STIP funds (\$200K), Vendor Career Faires (\$551K), Student Life Programs (\$256K), Tutoring Program (\$795K) and Campus STIP funds \$211K, SHIP Admin Fee (\$1.6M) and T&D funds \$(147K).

USES OF FUNDS *(dollars in thousands)*¹

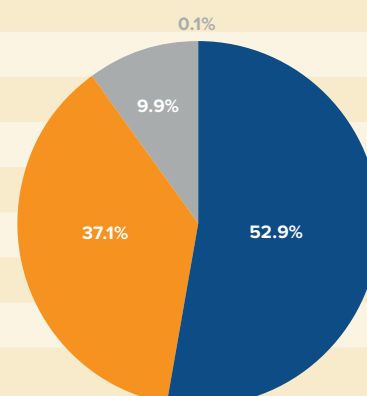
| | | |
|--------------------------|-------------------|-------|
| ■ Salaries and Benefits | \$ 127,671 | 52.9% |
| ■ Operating Expenses | 89,564 | 37.1% |
| ■ Scholarships | 194 | 0.1% |
| ■ Debt Service | 23,920 | 9.9% |
| Total Annual Uses | \$ 241,349 | |

Tercero Project 5,230 100%

Capital Improvements² 11,666

Total Uses, Including Capital **\$ 258,245**

Student Health Insurance Plan \$ 40,467



¹ Student Affairs operational costs include staff and student salaries and benefits (\$127.6M), supplies and services (\$89.6M). Debt Service payments of \$23.9M include Dutton Hall, North and South Silo, Student Community Center, Student Health and Wellness Center, ASUCD Coffee House, Activities and Recreation Center and Housing facilities.

² Capital projects planned include Freeborn Hall demolition (\$1.5M), Classroom Electrical Transmission Project (\$1M), and ICA track improvements (\$250K). Student Housing and Dining Services projects include Silo re-roofing (\$2M) and Emerson Redevelopment (\$1M). Major Maintenance expenses for various Student Housing units are projected at \$5.9M. In addition, the Tercero Water Intrusion repair costs are estimated at \$5.2M (project started in FY18-19 and will continue until completion planned in FY21-22).

CAPITAL PROJECTS

RECENTLY COMPLETED

- **The ARC expansion:** Completed winter 2019. Adds 14,250 square feet, a larger weight room, more cardio equipment, a boxing studio and an outdoor training area.
- **MU North Courtyard:** Completed fall 2018. Creates a courtyard with various uses while supporting enhanced circulation, informal seating and group events.
- **Orchard Park Demolition:** Completed summer 2018. Site is ready for development.

IN PROGRESS

- **Orchard Park Redevelopment:** Currently still in massing and feasibility discussion. Current proposal was presented to the Orchard Park PAC on March 20, 2019. Provides 1,500 beds on-site at the most competitive price point attainable with a targeted completion goal of 2022.
- **Tercero Dining Commons 2 (New name: Latitude):** Currently in construction with targeted completion during summer 2019 and opening for service fall 2019. Provides 500 seats that include a new internationally themed retail venue for the neighborhood.
- **Webster Hall Redevelopment (New name: Yosemite):** Currently in construction with targeted completion during summer 2019 and opening for occupancy fall 2019. Provides 400 beds with the ability to triple when needed.
- **Recreation Pool:** Scheduled for completion summer 2019. Replaces the current pool, built in 1966, with an enhanced recreation pool, competition pool, renovated locker rooms to include gender-inclusive facilities and a sand volleyball court.
- **The Green at West Village:** First phase for 1,000 beds currently in construction, and completion is scheduled for fall 2020. The second phase for 2,300 beds is scheduled to be completed fall 2021.
- **Emerson Hall Redevelopment (New name: Shasta):** Scheduled to begin summer 2019 with targeted completion fall 2022. The project will demolish the current 500-bed structure and replace it with a new 809-bed structure.
- **Silo Roof and Seismic Work:** Scheduled to begin summer 2019. Includes seismic renovation and roof replacement at the Silo.
- **Tercero North Water Intrusion:** Scheduled to begin summer 2019. Includes full replacement of exterior skin and windows of the Scrub Oak building. Work will be completed by November 2019.
- **Freeborn Hall Demolition:** Student Affairs is in process of finding new locations for the programs currently housed in the basement of Freeborn. DCM has selected an architect to develop the demolition plans.



CHALLENGES AND OPPORTUNITIES

Hispanic-Serving Institution

By meeting the eligibility requirements to apply to become a Hispanic-Serving Institution (HSI), the campus has shown its commitment to fulfilling its academic mission by closing the equity gap and enabling all of its community members to thrive and reach their full potential. Student Affairs will play an important and critical role in ensuring that the HSI initiative is successful. Our Community Resource and Retention Centers, Strategic Academic Retention Initiatives/Centers and AB540 and Undocumented Student Center serve as central and visible hubs to coordinate campus resources for all students, improving retention and academic progress, especially for those from marginalized or underrepresented communities. The centers provide academic support, community-building spaces and workshops, assistance with financial aid and career development and trainings. In addition, the staff respond to students in crisis with targeted resources and referrals.

These centers have become a major source of attention and pride for the campus. We envision that becoming an HSI will continue to increase the student demand for programs and services. Although diversity on campus makes us better and stronger, we continue to work toward a sustainable business model to identify additional funding, whether from the federal or state level as the demand and need for these centers becomes ever more critical. Student Affairs is committed to implementing operational and programmatic strategies,

which yield efficiency, eliminate redundancy and reduce costs at the centers while continuing to attain desired outcomes for UC Davis students.

Basic Needs

The fall 2018 class was the most diverse in the history of UC Davis, with nearly half of all entering students the first in their families to obtain a post-secondary degree. More than a third of these students came from low- to very-low-income communities. Multiple studies, including several by the UC, report that these students experience barriers to meeting their basic needs in greater numbers than their peers. Food insecurity and housing instability can influence most facets of life and have a negative impact on mental and physical health. A recent study that examined the relationships between food insecurity, student mental health and GPA among college students in the California public university system reported that food insecurity among students was related to lower GPA both directly and indirectly through poor mental health. These findings highlight the importance of consistent access to nutritionally adequate food for students in higher education systems.

Providing consistent access will require complex, long-term approaches to solution building and investments in policy, practice and infrastructure. These efforts are vital for the short- and long-term health and academic success of our students. Student Affairs is currently focusing its efforts on developing affordable housing, emergency



CHALLENGES AND OPPORTUNITIES *(continued)*

and short-term housing programs and consistent access to nutritious food for students. We are developing targeted, data-driven campus outreach and marketing strategies to address the student populations experiencing the most need. We are incorporating case management, staff support and programmatic responses to directly support these students, including programs like full-time CalFresh enrollment assistance and units like the Aggie Compass Basic Needs Center, the Pantry, the Office of Student Support and Judicial Affairs, Student Housing and Dining Services, Student Health and Counseling Services and others. Funding would support the development and infrastructure for campus crisis resources, safe housing options, early intervention programs and linking case management teams across campus.

Without the chronic stress that comes from constant efforts to find and afford nutritious food, stable housing, and financial assistance, students are freer to find a true home at UC Davis, be a part of the campus community, achieve academically and graduate. There is tremendous opportunity for Student Affairs and the campus to make a difference for these students. However, the need to support students' basic needs continues to increase, and the challenge to find sustainable financial support for some of these programs continues.

Mental Health

Mental health continues to receive increasing attention at UC Davis and other campuses across the nation. The majority of campus counseling centers report that recent trends toward greater numbers of students with severe psychological problems continue to be true on their campuses. The Association of University and College Counseling Center Directors Annual Survey for 2016–17 reported that 16.2 percent of students who seek care had extensive or significant prior treatment histories (e.g., serious suicide attempt, hospitalization for psychiatric treatment). According to the spring 2019 American College Health Association survey of undergraduate UC Davis students, about 60 percent of students reported they felt overwhelming anxiety, 51 percent of students reported they felt so depressed it was difficult

to function and almost three percent attempted suicide within the last 12 months of taking the survey. During the same period, almost 15 percent of UC Davis students reported being diagnosed or treated by a professional for depression, 18 percent for anxiety and almost 11 percent for both.

Counseling services play an important role in promoting healthy and safe communities and campuses. Investing in robust mental health services improves student success and retention. In the past year, Counseling Services has made significant strides to improve access and services for students by strategically and creatively investing available funds on more staffing and technology through services like Live Health Online and Therapy Assistance Online to help meet the ever-growing need for services. In addition, Student Affairs has secured temporary funding to train staff and faculty to support students in crisis. Student Health and Counseling Services is also exploring strategies to increase awareness and reduce stigma of mental health services. Although there is still much work to do, securing adequate funding to meet the ever-increasing mental health demand on campus while ensuring a diverse counseling staff to match the campus demographics continues to be an ongoing challenge.

Assessment and Evaluation

The importance of assessment and evaluation in the field of student affairs continues to grow every day. Good assessment and evaluation practices support the success of students, programs and the campus through clearly communicated learning outcomes, solid methodology and the informed use of data. With the recent restructuring, Student Affairs has transitioned its assessment and evaluation to Budget and Institutional Analysis (BIA). Through meaningful assessment, we hope to gain greater clarity on how our efforts influence student learning and success and contribute to student outcomes. In addition, the data findings will allow us to better identify areas in need of attention. We are excited about the partnership with BIA as these efforts should help align the work within Student Affairs with larger campus initiatives.

FOR FOLLOW UP

Student Disability Center

The Student Disability Center (SDC) is dedicated to assisting students with disabilities as they reach toward, and accomplish, their scholastic and career goals. By working to eliminate barriers that limit opportunities, the SDC extends accommodations to ensure equal access to academic programs. Through academic support services, technology and advocacy, retention and graduation rates are enhanced. Services are available to students with documented disabilities, including but not limited to: visual impairments, communication limitations, learning disabilities, psychiatric disabilities, attentional disabilities, mobility and other functional limitations as well as those who are deaf or hard of hearing. The SDC provides essential and critical services that ensure equity, inclusion and legal compliance for the university.

The need for SDC services continues to rise at UC Davis. The number of UC Davis students registered with the SDC has more than doubled since 2010. In addition, higher numbers of newly-enrolled students who are deaf,

hard of hearing, blind, have low vision or are physically disabled have significantly increased the cost of providing direct services, with the largest expenditures related to students who are blind, deaf or hard of hearing. During the past year, the SDC has worked very closely with Budget and Institutional Analysis (BIA) on a business model based on utilization trends, staffing hours and other factors that would allow a more accurate determination of the average costs of accommodations. Traditionally, the campus has provided one-time funding to cover year-end the deficit balance for the SDC. To allow the SDC to have enhanced ability to strategically plan and forecast and greater flexibility to allocate resources appropriately and efficiently to meet the service needs of students, instead of providing one-time true-up funding of approximately \$600,000 at the end of each fiscal year, ***the Division of Student Affairs requests that the campus allocate this amount in base funding that is annually adjusted based on caseload changes and year-end projections.***



SUMMARY OF BUDGET REQUESTS

Office of Student Support and Judicial Affairs

The Office of Student Support and Judicial Affairs (OSSJA) supports the university’s educational mission by upholding standards of academic honesty and responsible behavior, promoting student development and assisting students in need. In the role of student support, OSSJA case managers provide non-clinical case management services to intervene, monitor and assist students who are in distress; support and assist staff, faculty and students regarding students of concern; and coordinate the agenda for the Students of Concern Response Team.

In the past three years, the caseload of OSSJA non-clinical case managers at UC Davis has more than doubled. Mental health, students in distress or who are distressing or involuntary mental health holds represent almost one half (48 percent) of the reporting reason to OSSJA case management. In addition, the ratio of FTE career case managers to students at UC Davis is approximately 1 per 18,000, the highest in the University of California system.

Finally and most importantly, most cases reported to OSSJA for case management involve a concern about or impact (e.g., academic concern, mental health, adjustment issue, interpersonal or social issue, threat of harm to self or suicide ideation, etc.) on the student’s academic environment, which can negatively impact student success and retention. With the significant increase in caseload and because the majority of the cases reported to OSSJA are initiated by academic departments and dean’s offices on campus, it is no longer sustainable for OSSJA to maintain the same level of service that is so highly valued and critical in supporting our students, staff and faculty. To remedy our campus’ deficiencies in case management, ***the Division of Student Affairs requests that the campus contribute ongoing the salary and benefit costs (approximately \$200,000) for two (2) additional career full-time equivalent (FTE) non-clinical case manager positions. Two additional positions would reduce the ratio of case manager to student to 9,250, which would be relatively consistent with other UC campuses.***

| BUDGET REQUESTS | | | | | |
|-----------------|--|-------------------------|-----------|---------|-------------|
| | Program | Issue | Funding | Type | Fiscal Year |
| | Office of Student Support and Judicial Affairs | Case management support | \$200,000 | Ongoing | 2019–2020 |



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